

COMMERCE ACQUISITION MANUAL

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Part 1, Chapter 2

CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE CERTIFICATION PROGRAM

COMMERCE ACQUISITION MANUAL

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COMMERCE ACQUISITION MANUAL

1. **Purpose.** This Chapter prescribes Department policies and procedures for determining the eligibility of individuals to serve as Contracting Officer's Technical Representatives (COTRs) or Contracting Officer's Representatives (CORs) and for the appointment of those individuals determined to be eligible. Throughout this Chapter the term COTR includes COTRs, CORs and COTR/COR assistants.

2. **Policy.** Contracting Officers shall appoint individuals as COTRs considering the complexity and dollar value of the acquisition, the candidate's experience, training, education, judgment, character, and reputation. As a minimum, the COTR candidate shall meet minimum training requirements, as evidenced by a Certificate of Eligibility issued by the Head of the Contracting Office (HCO) in accordance with the **Eligibility and Appointment Procedures** section of this Chapter. Contracting Officers are encouraged to appoint COTRs who have been involved in the pre-award phase of the acquisition.

3. References.

- a. Federal Acquisition Regulation (FAR) Subpart 1.6, Contracting Authority and Responsibilities and Part 42, Contract Administration.
- b. Commerce Acquisition Regulation (CAR) Subpart 1301.6, Contracting Authority and Responsibilities and Part 1342, Contract Administration.
- c. Commerce Acquisition Manual (CAM) Part 4, Chapter 3, Contract Closeout Procedures.
- d. Departmental Administrative Order (DAO) 208-3, "Major Systems," dated December 9, 1977.
- e. Departmental Administrative Order 202-735 as supplemented and amended, "Employee Responsibilities and Conduct."
- f. Office of Federal Procurement Policy document, "Government-wide Guidance on Contract Administration," dated March 15, 1991.

4. Applicability.

- a. These requirements apply to all individuals nominated for assignment as COTRs or assistant COTRs and to all individuals currently serving as COTRs or assistant COTRs on Department of Commerce (DOC) contracts. COTR authority may not be redelegated. Assistant COTRs shall be appointed in accordance with the same requirements applicable to COTRs.
- b. These requirements do not apply to individuals assigned as COTRs to procurements awarded under FAR Part 13 simplified purchasing procedures unless the HCO elects to supplement this policy at the operating unit level.

5. **Effective Date.** This Chapter is effective August 1, 1992. COTRs and COTR nominees have until August 1, 1993 to meet certification requirements.

6. Responsibilities.

a. Director, Office of Procurement. The Director, Office of Procurement is responsible for approving or denying requests for waivers in accordance with the **Waivers of Training Requirements** section of this Chapter.

b. Heads of Contracting Offices. HCOs are responsible for the following regarding this COTR Certification Program:

- 1) Determining whether individuals nominated by their program offices as COTRs meet the minimum requirements set forth in the **Requirements** section of this Chapter.
- 2) Issuing Certificates of Eligibility to those individuals.
- 3) Approving or denying requests for exceptions to training requirements in accordance with the **Exceptions** section of this Chapter.
- 4) Issuing final decisions with regard to cancellation of COTR appointments.

c. Contracting Officers. Contracting Officers (COs) are responsible for the following with regard to this COTR Certification Program:

- 1) Determining whether an individual contract or small purchase (wherever operating units supplement this program for small purchase activity) requires appointment of a COTR.
- 2) Determining the level of complexity of the individual contract in accordance with the Requirements section of this Chapter.
- 3) Confirming that the individual nominated by the program office as COTR has been issued a Certificate of Eligibility.
- 4) Appointing COTRs, issuing appointment memoranda and ensuring that appointment memoranda are properly acknowledged.
- 5) Cancelling COTR appointments in accordance with the **Cancellation** section of this Chapter.

d. Program Officials. Program officials are responsible for the following with regard to this COTR Certification Program:

- 1) Nominating technically competent individuals as COTR candidates.
- 2) Paying for training necessary to meet COTR eligibility requirements.
- 3) Ensuring that COTRs maintain arms-length relationships with contractors, particularly with those in long term contractual relationships with the bureau.

e. Contracting Officer's Technical Representatives. COTRs are responsible, at a minimum, for the following duties. The CO may determine that there are other specific duties required of the COTR for a particular contract.

- 1) Maintaining an arms-length relationship with the contractor in the interest of procurement integrity as well as sound contract management.
- 2) Keeping the CO fully informed of any technical or contractual difficulties encountered during performance.
- 3) Assuring the CO that the Contractor is performing the technical requirements of the contract in accordance with the contract terms, conditions, and specifications.
- 4) Informing the Contractor of failures to comply with the technical requirements of the

contract, and informing the CO of any failures to do so, particularly if the Contractor does not make corrections.

5) Coordinating applicable requirements with the operating unit security officer. (See Personnel Security Manual.)

6) Ensuring that Government furnished property, if applicable, is available when required, and reporting any accountable property to the appropriate personnel.

7) Ensuring that all required items, documentation, data, and/or reports are submitted as required by the contract.

8) Evaluating proposals for and participating in negotiation of changes, modifications and claim at the request of the CO.

9) Reviewing vouchers for cost-reimbursement type work. Recommending approval by the CO if the Contractor's costs are consistent with the contractor's proposal or negotiated amounts and progress is satisfactory and commensurate with the rate of expenditure.

10) Reviewing and approving invoices for fixed-price deliverables to ensure receipt of the goods and services.

11) Processing all invoices and vouchers in a timely manner in accordance with the Prompt Payment Act.

12) Documenting actions taken and decisions made as the COTR, and maintaining adequate records to sufficiently describe the performance of duties as COTR during the life of this contract. As a minimum, the COTR file should contain copies of the following:

- a) COTR appointment memorandum and acknowledgement.
- b) The contract and any modifications.
- c) All contract correspondence.
- d) Records of COTR inspections.
- e) Records of conversations with the contractor.
- f) Invoices/vouchers.

13) Providing the CO with a copy of any correspondence sent to the Contractor.

14) If the contract is for construction or services and the COTR visits the site where work is being performed, checking to see that the Department of Labor and Equal Employment Opportunity posters and applicable wage determination rates are posted in full view of employees.

15) Performing final inspection and acceptance of all work required under the contract, including the review and approval of reports and assisting the CO with contract closeout activities as requested. See Commerce Acquisition Manual Part 4, Chapter 3, on Contract Closeout for specific procedures.

16) Preparing any required reports on contractor performance, such as the SF-1421 for A&E work.

f. COTRs DO NOT have the authority to:

- 1) Award, agree to, or sign any contract, delivery order or task order. All contractual agreements, commitments, or modifications shall be made only by the CO.
- 2) Make any commitments or otherwise obligate the Government to make any changes to

the contract.

- 3) Grant deviations from or waive any of the terms and conditions of the contract.
- 4) Impose or place a demand upon the Contractor to perform any task or permit any substitution not specifically provided for in the contract.
- 5) Increase the dollar limit of the contract, or authorize work beyond the dollar limit of the contract, or authorize the expenditure of funds.
- 6) Give direction to the Contractor or to the employees of the Contractor except as provided for in the contract.
- 7) Change the period of performance.
- 8) Authorize the purchase of equipment, except as required under the contract.
- 9) Authorize the furnishing of Government property, except as required under the contract.
- 10) Authorize subcontracting or the use of consultants.
- 11) Approve shifts of funding between line items of the budget.
- 12) Approve travel and relocation expenses over and above that provided for in the contract.
- 13) Authorize the use of overtime.

7. Requirements. The minimum criteria set forth below must be met before a certificate can be issued. HCOs may supplement these requirements to meet additional needs of the contracting activity. A copy of any supplemental requirements shall be provided to the Procurement Management Division.

a. A signed procurement integrity certification (Optional Form 333) on file in employee's official personnel folder.

b. Satisfactory fulfillment of duties for any prior or current COTR appointments.

c. Contract management included in the COTR's performance evaluation plan.

d. The following minimum training requirements are to be met prior to the issuance of a certificate of eligibility. The topics listed are generic rather than specific course titles. Some courses described in vendor literature as "COTR training," particularly those of 40 hours or more duration, may adequately cover more than one of the topic requirements. COTRs are encouraged to contact their CO, prior to taking training if in doubt about whether a particular course will meet a training requirement. Exhibit C provides a partial listing of sources for COTR training.

1) Level 1. A minimum of 16 hours of COTR training shall be completed. This level is for contracts of relatively low complexity and low contract management risk. Indicators for Level 1 are total estimated dollar values of \$1,000,000 or less and fixed-price contract type or straight-forward cost-type contracts with relatively uncomplicated performance monitoring features. COTRs shall be required to complete training in addition to the basic COTR course if the CO determines the basic course does not adequately address these topics:

- a) COTR roles and responsibilities and limitations of COTR authority;
- b) Procurement ethics/procurement integrity awareness training;
- c) Basic training in the requirements of the Competition in Contracting Act (CICA);
- d) Training in writing statements of work;

- e) Project management training is recommended, but not required;
- f) If contract is for Federal Information Processing (FIP) resources, basic FIP procurement training shall be completed.

2) Level 2. A minimum of 40 hours of COTR training shall be completed. This level is for contracts of moderate to high complexity and contract management risk. Indicators are total estimated dollar values greater than \$1,000,000 and cost-type contracts, particularly those that have award fee, incentive fee, or other complex contract performance controls to monitor and administer. COTRs shall be required to complete training in addition to the basic COTR course if the CO determines the basic course does not adequately address these topics:

- a) COTR roles and responsibilities and limitations of COTR authority;
- b) Acquisition planning, basic principles of proposal evaluation procedures, protests, contract administration, and performance monitoring;
- c) Procurement ethics/procurement integrity awareness training;
- d) Basic training in the requirements of CICA;
- e) Training in writing statements of work;
- f) Training in project management;
- g) If contract is for FIP resources, training related to FIP contracting.

3) Level 3. A minimum of 40 hours of COTR training shall be completed in addition to project management training. This level is for major systems contracts as defined in DAO 208-3. COTRs shall be required to complete training in addition to the basic COTR course if the CO determines the basic course does not adequately address these topics. The COTR shall be the program manager or report directly to the program manager. The COTR and any COTR assistants meet the following requirements:

- a) COTR roles and responsibilities and limitations of COTR authority;
- b) Acquisition planning, basic principles of proposal evaluation procedures, protests, contract administration, and performance monitoring;
- c) Procurement ethics/procurement integrity awareness training;
- d) Basic training in the requirements of CICA;
- e) Training in writing statements of work;
- f) Project management training, which for a major systems COTR shall be an advanced level of program management course of study such as that offered by the Defense Systems Management College;
- g) If contract is for FIP resources, training related to FIP contracting.

4) Refresher and maintenance training. COTRs shall take a minimum of 8 hours of refresher or advanced training every three years in a course that will contribute to effective contract management.

8. Eligibility and Appointment Procedures.

- a. Program officials shall nominate COTR candidates to the HCO. COTR candidates shall submit documentation to the HCO indicating successful completion of required training to meet the requested level of certification, as outlined in the **Requirements** section of this Chapter. COTR candidates may

apply training taken within the past three years toward these training requirements, if the HCO is satisfied that the course content satisfies the subject matter requirement.

b. Upon the HCO's conclusion that the COTR has satisfied the requirements of the requested level of certification, HCOs may certify individuals as eligible for COTR appointment. HCOs shall ensure that information in support of certificates of eligibility is maintained for audit or review purposes, preferably in an automated database, as discussed in the **Certification Records** section of this document.

c. The CO shall determine whether the contract is of complexity level 1, 2 or 3. While complexity is a subjective value, guidelines and the training requirements associated with each level are provided in the Requirements section of this Chapter. The determination of contract complexity is at the discretion of the CO and shall be indicated in the COTR appointment memorandum. Level of complexity shall not be determined solely by the dollar amount of the contract.

d. Once the level of complexity of the contract is determined by the CO, the CO shall appoint a COTR who is eligible for the same or higher level of COTR designation. A CO may appoint a COTR only from the list of certified individuals. COs shall remind prospective COTRs of their obligation to disclose any direct or indirect financial interest that would conflict with the COTR's public duties, in accordance with DAOs 202-735 and 202-735a, which cover employee responsibilities and conduct for U.S. Department of Commerce personnel. COs shall appoint COTRs by memorandum, such as the sample provided in Exhibit B of this Chapter.

e. Appointment memoranda shall identify the contract; indicate the CO's judgment as to the complexity level of the contract; state the roles and responsibilities of the COTR; and note the CO's authority to appoint successor COTRs in cases such as transfers or fitness, and to withdraw COTR appointments, if in the judgment of the CO and after compliance with the **Cancellation** section of this Chapter, it is deemed necessary.

f. COTR appointment memoranda shall be countersigned by the COTR to indicate he or she has read and accepts the duties, responsibilities, and limitations of the appointment. The appointment memorandum shall also be signed by the COTR's supervisor to indicate that he or she recognizes and accepts the demands on the COTR's performance.

g. The CO shall maintain a copy of the appointment memorandum and acknowledgement in the contract file. A copy of the appointment memorandum shall be provided to the contractor.

9. Certification Records. HCOs shall maintain for audit and review purposes a minimum of the following information regarding all COTR eligibility certifications under their purview:

- a. Name of COTR candidate;
- b. Level of eligibility;
- c. Date certificate issued;
- d. Completed training by course title, date completed and the topic requirement(s) each course satisfies;
- e. Any exceptions granted;
- f. Any waivers granted;
- g. Specific contracts (contract numbers and descriptive titles) for which the individual has served as COTR and the level of complexity for each;
- h. Information on cancellation of any COTR appointment, if such action is taken;
- i. Date certificate cancelled, if such action is taken.

10. Cancellation of COTR Appointments.

a. COs have the authority to cancel COTR appointments of individuals who are not, in the judgment of the CO, fulfilling their COTR duties satisfactorily or staying within the limits of their COTR authority.

Cancellation actions shall be undertaken only in serious circumstances and only after the CO has attempted to have the COTR correct the problem and enlisted the assistance of the COTR's supervisor, if necessary. The CO shall take this action only after consideration of the impact on the individual concerned, in balance with the CO's obligation to manage Department of Commerce contracts in a manner that safeguards the interest of the Department and the taxpayer. The CO shall document the basis for the decision and notify the COTR in writing of the cancellation, providing 5 work days for appeal to the HCO or one level above the HCO if the HCO is the contracting officer. The appeal official shall render a decision within 5 work days of the appeal. The appeal decision is final.

b. The appeal official may waive the 5 day appeal period and issue an earlier decision in urgent situations. The appeal official also may extend the appeal period if requested and justified by the COTR. The COTR shall be notified of the appeal period at the time a cancellation memorandum is issued by the CO.

11. COTR Performance Evaluations.

a. Supervisors of COTRs shall include contract management in performance plans for individuals with contract management responsibility when the COTR duties make up 20% or more of the COTR's job responsibilities.

b. Supervisors of COTRs shall ensure that all COTRs certified as eligible for Level 2 or 3 are required to have successful contract management as an element in their performance plan.

c. Supervisors are encouraged to seek input from the cognizant CO when preparing the performance rating of an employee with COTR responsibility. A satisfactory or higher rating of a COTR by a supervisor shall not preclude the CO's authority to cancel a COTR appointment.

12. Exceptions to Training Requirements.

a. In cases of urgent need and subject to the HCO's approval, COs may appoint COTRs who have not completed all required training on a temporary basis not to exceed 180 days. The COTR must complete the required training within the 180 day period or be replaced. No exception shall be granted for procurement integrity/ethics training, which must be completed prior to appointment. Exceptions shall be granted sparingly. The rationale for the exception and the COTR's plan for completing the required training within the 180 day period shall be kept in the contract file and a copy provided to the Director, Office of Procurement, Rm. 6424 HCHB.

b. Exceptions for appointment of COTRs for major systems contracts must have the recommendation of the Head of the Contracting Activity.

c. HCOs shall not issue COTR eligibility certificates until all the requirements for a particular level have been met.

13. Waivers of Training Requirements. Waivers of training requirements for specific topics may be granted by the Director, Office of Procurement. Waiver requests shall be submitted by the HCO setting forth the rationale for the request, the specific training which is to be waived, and evidence that all other required training has been completed. Procurement integrity/ethics training may not be waived.

CERTIFICATE OF ELIGIBILITY

having met training and other requirements

is hereby certified eligible for appointment as

CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR)

for Level __ complexity contracts

In accordance with the

DEPARTMENT OF COMMERCE COTR CERTIFICATION PROGRAM

Requirements of August 1992

Signature of Head of Contracting Office

Date

Bureau/ASC

Exhibit A

S A M P L E**MEMORANDUM FOR:****FROM:** Contracting Officer**SUBJECT:** Appointment of and Instructions to the Contracting Officer's Technical Representative

You are hereby appointed the Contracting Officer's Technical Representative (COTR) for Contract No. _____ with _____. This contract is determined to be a Level _____ contract in accordance with the COTR certification eligibility requirements set forth in Commerce Acquisition Manual, Part 1, Chapter 2. You and your immediate supervisor are requested to sign the last page of this memorandum and return it to this office within 7 calendar days to acknowledge your appointment as COTR and your receipt of this memorandum.

The Contracting Officer (CO) is the exclusive agent of the Government with authority to enter into, and administer contracts. Thus, the CO has the responsibility to see that all requirements of law and regulation are followed. However, as the CO's representative you are delegated the authority to monitor the technical effort being performed under the contract. You should familiarize yourself with the requirements of the contract, and communicate with the Contractor as necessary to ensure the contractor is making satisfactory progress in performance of the contract. Other than the CO, you are the only Government employee who may direct the flow of technical matters between the Government and the Contractor.

A contract is a legally enforceable agreement that contains the rights and remedies of the parties. If the Contractor deviates from the terms of the contract, it is a matter between the Government (represented by the CO) and the Contractor. You must keep the CO fully informed so that legally effective solutions can be applied to problems as they develop. Your suggestions to the Contractor may be construed as instructions and lead to claims for additional compensation or to a release of the Contractor from its obligations under the contract. Suggestions sometime work out, but often lead to misunderstandings. Therefore, while you can and must make technical decisions, do not take any contract administration actions unless they are clearly authorized by this appointment.

Exhibit B, page 1

Your responsibilities as the COTR are to:

1. Maintain an arms-length relationship with the contractor in the interest of procurement integrity as well as sound contract management.
2. Keep the CO fully informed of any technical or contractual difficulties encountered during performance. You should also advise the CO of any potential problem areas under the contract.
3. Assure the CO that the Contractor is performing the technical requirements of the contract in accordance with the contract terms, conditions, and specifications.
4. Inform the Contractor of failures to comply with the technical requirements of this contract, and inform the CO of any

failures to do so, particularly if the Contractor does not make corrections.

5. Coordinate site entry for Contractor personnel, if applicable.
6. Ensure that Government furnished property, if any, is available when required, and report any accountable property to the appropriate property personnel.
7. Ensure that all required items, documentation, data, and/or reports are submitted to you as required by the contract. If additional time is required by the Contractor, the Contractor should submit a formal request for a time extension to the CO through you. You should indicate your concurrence or state the reasons why you do not concur, and forward the request to the CO for action.
8. Evaluate proposals for and participate in negotiation of changes, modifications and claims at the request of the CO.
9. Review vouchers for cost-reimbursement type work and recommend approval by the CO if the Contractor's costs are consistent with the negotiated amounts and progress is satisfactory and commensurate with the rate of expenditure.
10. Review and approve invoices for fixed-price deliverables to ensure receipt of the goods and services.

Exhibit B, page 2

11. Process all invoices and vouchers in a timely manner in accordance with the Prompt Payment Act.
12. Document actions taken and decisions that you have made as the COTR, and maintain adequate records to sufficiently describe the performance of your duties as COTR during the life of this contract. As a minimum, the COTR file should contain copies of the following:
 - a. COTR appointment memorandum and acknowledgement.
 - b. Contract and any modifications.
 - c. All contract correspondence.
 - d. Records of COTR inspections.
 - e. Records of conversations with the contractor.
 - f. Invoices/vouchers.
13. Provide the CO with a copy of any correspondence you send to the Contractor.
14. If the contract is for construction or services and you visit the site where work is being performed, check to see that the Department of Labor and Equal Employment Opportunity posters and applicable wage determination rates are posted in full view of employees.
15. Perform final inspection and acceptance of all work required under the contract, including the review and approval of reports and assist the CO with contract closeout activities as requested. See Commerce Acquisition Manual Part 4, Chapter 3, on Contract Closeout for specific procedures.
16. Preparing any required reports on contractor performance, such as the SF-1421 for A&E work.

In your capacity as COTR you DO NOT have the authority to:

1. Award, agree to, or sign any contract, delivery order or task order. All contractual agreements, commitments, or modifications shall be made only by the CO.
2. Make any commitments or otherwise obligate the Government, or to make any changes to the contract.
3. Grant deviations from or waive any of the terms and conditions of the contract.

Exhibit B, page 3

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4. Impose or place a demand upon the Contractor to perform any task or permit any substitution not specifically provided for in the contract.
 5. Increase the dollar limit of the contract, or authorize work beyond the dollar limit of the contract, or authorize the expenditure of funds.
 6. Give direction to the Contractor or to the employees of the Contractor except as provided for in the contract.
 7. Change the period of performance.
 8. Authorize the purchase of equipment, except as required under the contract.
 9. Authorize the furnishing of Government property, except as required under the contract.
 10. Authorize subcontracting or the use of consultants.
 11. Approve shifts of funding between line items of the budget.
 12. Approve travel and relocation expense over and above that provided for in the contract.
 13. Authorize the use of overtime.

Your designation as COTR shall remain in effect through the life of the contract unless sooner revoked by the CO, and any such revocation of the designation shall be in writing. If your designation is revoked for any reason before completion of this contract, turn your records over to the successor COTR or obtain disposition instructions from the CO. If you are reassigned or separated from service, request termination and relief from your duties from the CO sufficiently in advance of your reassignment or separation to permit timely selection and designation of a successor COTR.

If you have or may have direct or indirect financial interests which would place you in a position where there is a conflict between your private interests and the public interests of the United States, you shall immediately advise your supervisor and the CO of the conflict so that appropriate action may be taken. You shall avoid the appearance of such conflict to maintain public confidence in the Government's conduct of business with the private sector. Note Department Administrative Orders 202-735 and 202-735A which cover employee responsibilities and conduct for U. S. Department of Commerce personnel.

Exhibit B, page 4

[AS AN INDICATION THAT YOU HAVE READ, UNDERSTAND AND AGREE TO COMPLY WITH YOUR COTR ROLE AND RESPONSIBILITIES, PLEASE COMPLETE THE NEXT PAGE OF THIS MEMORANDUM AND RETURN IT TO THE CONTRACTING OFFICER WITHIN 7 CALENDAR DAYS OF THE DATE OF THIS APPOINTMENT.]

Exhibit B, page 5

MEMORANDUM FOR: (Contracting Officer)

The undersigned acknowledges the COTR appointment on Contract No. _____ and accepts the duties, responsibilities and limitations described in the appointment memorandum.

The Contracting Officer reserves the authority to cancel COTR appointments in accordance with conditions set forth in the Department of Commerce COTR Certification Program, set forth in Commerce Acquisition Manual, Part 1, Chapter 2.

 COTR (Typed name and signature)

 Date

 Supervisor (Typed name and signature)

 Date

Exhibit B, page 6

Partial Listing of Sources for COTR Training
Vendor

GSA Interagency Training Ctr
 P.O. Box 15608
 Arlington, VA 22215-0608
 703/557-0986

Sample Course Offerings

Contracting for Contracting Officer's Representatives (40 hours)
 Ethics in Procurement
 Federal Acquisition Process
 Procurement Planning
 Developing Statements of Work
 Contract Administration
 ADP Contracting
 Source Evaluation Procedures
 Evaluating a Contractor's Performance

Management Concepts, Inc.
 1964 Gallows Road
 Vienna, VA 22182
 703/790-9595

Contracting Officer's Representative Course (40 hours)
 Contract Administration
 Ethics in Federal Contracting
 Evaluating a Contractor's Performance
 FIP Resources Acquisition for Technical Personnel
 FIP Resources Acquisition: Hardware, Software, and Services
 Project Management for System Acquisition
 Source Evaluation and Selection
 Statement of Work/Specification Preparation

USDA Graduate School
 660 Maryland Avenue, SW
 Room 106
 Washington, DC 20024
 202/447-7124

Contracting Basics for COTRs (16 hours)
 Procurement Integrity
 Writing Better Statements of Work
 Basic Contract Administration
 Basic ADP Procurement
 Advanced ADP Procurement

Educational Services Institute
 2775 South Quincy Street
 Suite 500
 Arlington, VA 22206-2260
 703/578-8800

Procurement for Project Managers, Administrators and COTRs (32 hours)
 Operating Practices in Contract Administration
 Preparing and Analyzing Statements of Work
 ADP/Telecommunications (FIP) Contracting
 Specifications for ADP/T (FIP) Hardware and Software
 Managing ADP/T (FIP) Projects

George Mason University/
 The Federal Market Group
 8391 Old Courthouse Road
 Suite 120
 Vienna, VA 22182
 703/847-0817

Contracting for Project Managers, Scientists, Engineers, and Administrators (2
 ADP/Telecommunications

Negotiating International, Inc.
2413 Spencer Road
Silver Spring, MD 20910
301/595-1842

Contracting Officer's Representative Course (24 hours)
Standards of Work
Source Selection Procedures

National Defense University
Information Resources
Management College
Washington Navy Yard
Washington, DC 20374-6001
202/433-2011

Automated Information System Advanced Management Program (16 weeks)
IRM Program Planning and Control
Automated Information Systems Procurement Strategies
Automated Information Systems Oversight and Control
Automated Information Systems Functional Requirements
Automated Information Systems Procurement Procedures

David L. Houseman & Assoc.
4644 Timber Ridge Drive
Dumfries, VA 22026
703/690-4105

Contracting for COTRs (40 hours)
Contract Administration for COTRs
Developing Statements of Work
Administration of ADP/Telecom Contracts

Educational Services Institute
2775 South Quincy Street
Suite 500
Arlington, VA 22206-2260
703/578-8800

Procurement for Project Managers, Administrators and COTRs (32 hours)
Operating Practices in Contract Administration
Preparing and Analyzing Statements of Work
ADP/Telecommunications (FIP) Contracting
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Managing ADP/T (FIP) Projects
Managing Projects in Organizations
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Exhibit C, Page 1 & 2